Developing the business case for investing in corporate health and workplace partnership – indicators and instruments

Input

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outline

• Background
• Business case
• Indicators & instruments
prevention maturity

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<th>prevention &amp; health promotion</th>
<th>infrastructure</th>
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- http://www.praekonet.de/

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Theory of health promotion change

Collective outcome expectation

Collective self-efficacy

problem intensity

Collective action towards health promotion

intention

Action planning

Action control

vulnerability

threat

Situative barriers and resources
e.g., social support

red = indicators are necessary
outline

• Background
• **Business case**
• Indicators & instruments
Purpose of a business case

• The Business Case is used to obtain management commitment and approval for investment in business change, through rationale for the investment.

• The Business Case provides a framework for planning and management of the business change.

• The ongoing viability of the project will be monitored against the Business Case.
www.ogc.gov.uk/documentation_and_templates_business_case
Holger Pfaff; 30.10.2008
Business case example: corporate health

• Background
• The costs of unhealthy lifestyle and working conditions
• The benefits to employers/employees of health promotion
• Why the organization should consider the idea
• Principles to guide the development of a program
• Recommended scope and objectives of the program
• Cost of recommended program
• Projected cost/benefit analysis for the organization
• Measurement, outcomes, and evaluation
• Anticipated overall results
• Sample mission statement

Source: http://www.phac-aspc.gc.ca/pau-uap/fitness/work/case_template_e.html#menu
outline

• Background
• Business case
• Indicators & instruments
Performance measurement

Input

Throughput
- structures
- processes

Output

Outcome

Different performance levels

Impact

Resources

Program
Performance measurement

Typically, performance measurement enables an organization to:

• determine if a program has been implemented as planned (*process measurement*);

• determine if a program has met its quality assurance criteria (*process measurement*);

• assess if a program is attracting the volume of participants that it intended (*process measurement*);

• document the individual employee health impacts of a program (*impact measurement*);

• identify the health outcomes of a program as it relates to disability management and absenteeism rates (*outcome measurement*);

• determine the cost/benefit of a program (*outcome measurement*); and

• establish whether an ongoing commitment to the program is justified.

http://www.phac-aspc.gc.ca/pau-uap/fitness/work/case_template_e.html#menu
Learning cycle

- Strategy
- Goals
- Development of corporate health strategies and goals
- Diagnosis & outcome evaluation
- Planning the Intervention (structure & processes)
- Intervention
- Process & structure evaluation

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Organisational culture

Organizational design

Job design

Leadership

Determinants

Balance

customer orientation

efficiency

Employee orientation

Outcomes

Health

Motivation

Organisational culture

Customer orientation

Efficiency

Employee orientation
Instrument: evidence-based health promotion

- e-group: **pre** treatment **post** follow-up
- c-group: **pre** XXXXXX **post** follow-up

Diagram showing AV over time with experimental and control groups.
Performance indicators: examples

- It is estimated that, over five years, you should see a return on investment of 3 € for every 1 € invested.
- To achieve this, you will need to measure the progress of participants to those of non-participants.

Things that contribute to your return on investment:
- Reduced turnover;
- Increased employee satisfaction/morale;
- Reduced rates of absenteeism, particularly incidental rates of absenteeism;
- Reduced risk of cardiovascular disease;
- Reduced number of musculoskeletal injuries;
- Increased organizational effectiveness;
- Less stress-related illness.

- Employee activity levels before the program is started;
- Current costs of illness
- Stress levels;
- Productivity and performance (objective and subjective).

http://www.phac-aspc.gc.ca/pau-uap/fitness/work/case_template_e.html#menu
Types of performance indicators

indicators

- questionnaire-based
- controlling-based
Basic set of questionnaire-based indicators: the German enterprise for health consensus

1. COPSOQ „subjective health-Item
2. 2 WAI-items (work-ability items)
3. 1 motivation item
4. Job-well-being-index (4 Items)
5. MIKE-complaints-index (5 Item)